

THE IDAHO FIELD ECOSYSTEM-BASED MANAGEMENT STRATEGY

Improved Public Service through Science-Based Resource Management

A NEW APPROACH

HD 243

1334

1994

BUREAU OF LAND MANAGEMENT



#903541995

ID 88068364

HD 243 :IQ I334 1994 c.2

IDAHO ECOSYSTEM-BASED MANAGEMENT







TABLE OF CONTENTS

Project Sponsor, Project Team, Support Teamsiii
The Bureau of Land Management in Idaho: Its Missionv
Ecosystem-Based Management: A State of Mind and a Style of Managementvii
A Summary
Idaho Ecosystem-Based Management and the National Performance Review3
Goals and Strategy
Chart 1: Existing Idaho BLM Table of Organization7
Chart 2: The New Approach — Statewide Organization9
Chart 3: The New Approach — Typical Field Office Structure
Chart 4: The New Approach — Resource Science Teams
Map 1: The West by Ecosystems — Drainage Basins
Map 2: Idaho Ecosystem-Based Management Strategy
Activities and Events (February 1993 — October 1994)





PROJECT SPONSOR

Delmar Vail
State Director, Idaho

PROJECT TEAM

Jack G. Peterson Project Manager

David Brunner
Boise District Manager

*Jerry Kidd*Deputy State Director, Operations

Fritz Rennebaum Coeur d'Alene District Manager

SUPPORT TEAMS

Fifteen Teams of 128 Statewide Personnel





THE BUREAU OF LAND MANAGEMENT IN IDAHO: ITS MISSION

The Bureau of Land Management in Idaho is committed to a new era of natural resource management and public service.

The new vision encompasses a sensitivity to natural resources and people through an interdisciplinary approach to ecosystem-based management. In fulfilling this commitment, the Bureau of Land Management in Idaho will encourage continued professionalism and nurture pride among its employees.

Recognizing that sound resource management is our primary mission,

the Bureau of Land Management in Idaho will protect the quality

of the nation's land, water, and atmospheric resources and

the wildlife and fisheries that depend on healthy ecosystems.

Realizing that Idaho's economy is sustained by the productivity

of these same land and water resources, the Bureau of Land Management in Idaho

will strive for balance and harmony in its management of public land.





ECOSYSTEM-BASED MANAGEMENT: A STATE OF MIND AND A STYLE OF MANAGEMENT

Values Biological Diversity

Values Human Diversity

Values Science

Values Institutional Diversity

Values Community Linkages and Relationships

Values Dialogue

Values New Approaches

Values Change

Values Measurement & Evaluation

Results in Sound Decisions



A SUMMARY

The Idaho Field Ecosystem-Based Management Strategy is a highly participatory, grass-roots effort initiated in February 1993 to improve the quality of natural resources managed by BLM in Idaho. The project enhances the concept of interdisciplinary teams and implements Ecosystem-Based Management.

All Idaho BLM employees have been involved. Fifteen teams comprising 128 Idaho BLM field and state office employees examined specific processes and made suggestions.

The objectives of the project are:

- Improve the quality of public land and resources management in Idaho
 - By strengthening on-the-ground resources
 - By streamlining our internal support services
 - By improving customer service
 - By strengthening our science-based approach
- Reconfigured state support teams, such as:
 - A Budget Implementation Team
 (By streamlining budget activities to support Ecosystem-Based Management)
 - An Ecoregion Team
 (By merging and changing existing program management activities in all offices to support Ecosystem-Based Management)
 - An Ecosystem Sciences and Planning Team
 (By merging and changing existing science and technical activities to support Ecosystem-Based Management)
- Collaboration of Districts and Resource Areas to focus on the management of 4 Ecosystems (No offices will be closed, but will be incorporated into the management of the 4 Ecosystems)
- Enhancing interdisciplinary team training (By initiating a formal educational effort for all managers and staff to extend over a period of one year)
- Measurement of improved ecosystem health
 (By establishing objectives and monitoring activities to measure improvements)



The recommendations of the **Idaho Ecosystem-Based Management Strategy** for a Field Ecosystem Management Strategy closely parallel those of the **National Performance Review**, a Presidential Initiative designed to make government more efficient and effective.

IDAHO ECOSYSTEM-BASED MANAGEMENT NATIONAL PERFORMANCE REVIEW

- Budgeting within Idaho had to be refined
- First, the budget process will be streamlined
- BLM personnel processes had to be streamlined and improved
- Second, personnel policy will be decentralized
- BLM contracting/procurement processes had to be streamlined and improved
- Third, procurement will be streamlined
- Appropriate, quality and timely training is essential for ecosystem-based management to proceed
- Fourth, the Inspector General will be reoriented to shift their focus . . . to helping agencies learn to perform better
- Ecosystem-based management must initiate a streamlined decision-making process that empowers and delegates authority to field personnel
- Fifth, thousands of regulations will be eliminated
- Ecosystem-based management is a reasonable and timely design for the BLM

Finally,

- Ecosystem-based management capitalizes on involving a wide range of people at the correct time and frequency
- State and local governments will be deregulated, to empower them to spend more time meeting customer needs
- Organizational structures had to be changed to enhance delegation of authority, decentralization and, simplification of processes
- Ecosystem-based management policies should be established across the government

- Streamlining will make more money available to manage natural resources in the field, improve customer service and consequentially raise employee morale
- As systems of over-control and micromanagement are pared down, structures that go with them must be pared down
- Streamlining plans should further seek to realize cost savings, improve the quality of government services and raise the morale and productivity of the department/agency





GOALS AND STRATEGY

DEPARTMENTAL STREAMLINING PRINCIPLES

- Less Administration Together with neighboring BLM states, Idaho BLM is integrating all or portions of districts in six states into four Ecosystems, which reduce duplication and enhances efficiency of administrative services, i.e.: Burley, Shoshone, Salmon, Idaho Falls, Salt Lake City, Elko, Rock Springs DOs into the Upper Snake Ecosystem; Boise, Winnemucca, Vale DOs into the Lower Snake Ecosystem; Salmon DO and Cottonwood RAO into the Salmon/Clearwater Ecosystem; and Coeur d'Alene, Spokane DOs, and Garnet RAO into the Upper Columbia Ecosystem.
- **Increased Efficiency and Fewer Layers** With extensive "Teaming" in the Idaho State Office and Field Ecosystem Offices, the organizational structure will be flattened and layering reduced.
- **Cross-Servicing** Idaho BLM together with other Interior Department land management bureaus, plus Forest Service, state, county, city and private landowners will be involved with determining management of the ecosystem through joint land use planning by sharing services with each other.
- **Front Line Forces** By redefining the function of the Idaho State Office to provide support services to field offices, Idaho BLM will move people and delegate responsibilities to the field.

BUREAU GUIDELINES

- **Resource Area Focus** Idaho BLM is delegating authority and shifting staff to the field.
- **Interdisciplinary Approach** Idaho is enhancing an Interdisciplinary Team approach to provide appropriate skill mixes for improved on-the-ground management.
- Flattened Organization and Reduced Middle Management Idaho BLM is consolidating and streamlining support functions in the state ecosystem organizations.
- **Flexibility** Maximum flexibility is accomplished through "Teaming" where skill and location adjustments are easily made according to the need for any one project.
- **Cooperation Across Boundaries** Cross-boundary cooperation is essential, a necessity, and orchestrated to occur for management of an ecosystem, no matter if its Idaho BLM or other landowners.
- **Employee Ownership** This concept has been generated by all Idaho BLM employees through extensive involvement and participation for more than a year.

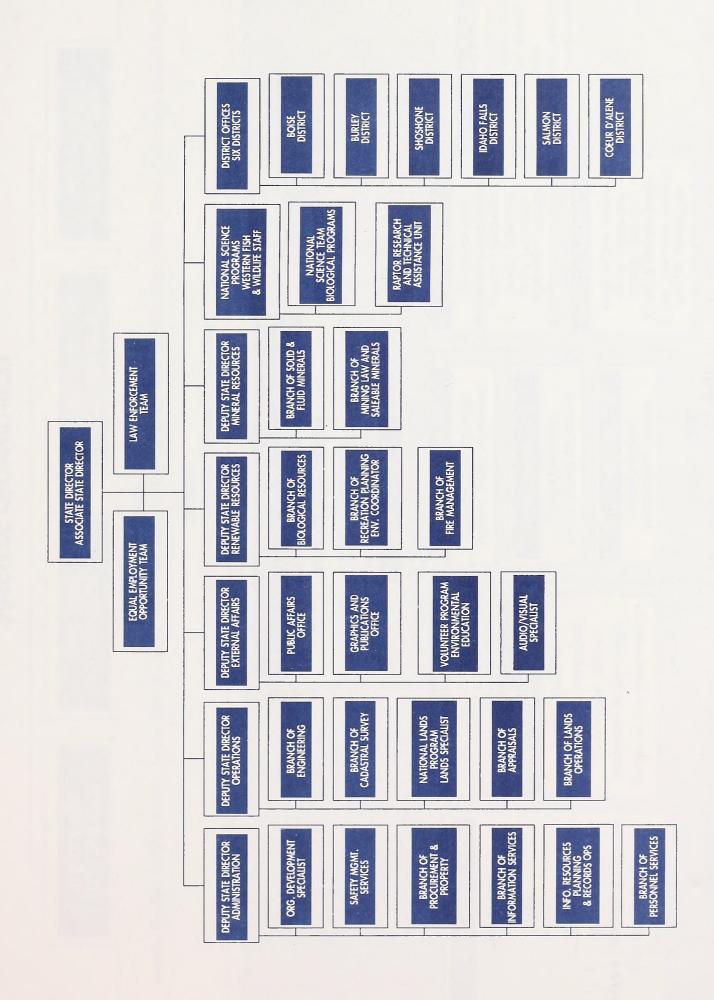


- Idaho Organization Streamlined BLM in Idaho was changed from a traditional hierarchal organization to collaborative teams which support on-the-ground management.
- **Ecosystem Variability** The Idaho strategy is based on river basins, recognizing high-priority areas of emphasis which may change based on social and economic needs.
- **Ecosystem Health** Idaho has established a holistic approach to ecosystem-based management which provides the best opportunity for improving the health of the land.
- **Ecosystem Management Areas** Idaho has established EMAs to help focus resources on high priorities within ecosystems.
- **Interagency Cooperation** Idaho has initiated a highly collaborative approach.
- New Budget Approach Idaho's approach is based on focusing funds towards those issues within the Ecoregion that have the highest priority.
- **Within Budget and FTE** Idaho's strategy will be accomplished within both budget and FTE limitations.

COMMUNICATIONS

- Internal Employee Communications The Idaho strategy was and continues to be developed with an extremely participative approach with intensive communications linking everyone together.
- **External Customer Communications** A master External Affairs Plan has been developed and implemented to brief all interested customers.

EXISTING TABLE OF ORGANIZATION - APRIL 19, 1993 - PRIOR TO IMPLEMENTATION OF ECOSYSTEM MANAGEMENT IDAHO BUREAU OF LAND MANAGEMENT





THE NEW APPROACH

STATEWIDE ORGANIZATION

LOWER SNAKE ECOSYSTEM TEAM

UPPER SNAKE ECOSYSTEM TEAM

SALMON/CLEARWATER ECOSYSTEM TEAM

UPPER COLUMBIA ECOSYSTEM TEAM

Cascade, Owyhee, Bruneau, Jarbidge, Bennett Hills, Monument, Snake River, Deep Creek, Pocatello, Big Butte, Medicine Lodge, Challis, Lemhi, Cottonwood, Emerald Empire

RESOURCE AREAS

Boise, Shoshone, Burley, Idaho Falls, Salmon, Coeur d'Alene

COLUMBIA BASIN ECOREGION

ASSOCIATE STATE DIRECTOR

NATIONAL SCIENCES PROGRAMS WESTERN FISH & WILDLIFE TEAM

BUDGET IMPLEMENTATION TEAM

Budget, Collections & Accounts

OPERATIONS SUPPORT TEAM

Land Records

ALMRS Realty

GIS

BUSINESS PRACTICES & INFORMATION SERVICES TEAM

Records & Data Administration Organizational Development Information Resource Mgmt. Administrative Services Human Resources

Minerals Adjudication & Operations

Appraisals

Cadastral Survey

Mapping/Engineering

Fire & Aviation

EXTERNAL AFFAIRS TEAM

STATE OFFICE

Products, Public Involvement Communication Strategies,

EQUAL RIGHTS TEAM

Human Rights, Accessibility Equal Opportunity,

DISPUTE RESOLUTION TEAM

Protests, Appeals, Administrative Hearings

Consultation & Collaboration Communication,

Administration and Support

ECOREGION TEAM

Management Implementation Program Coordination, Statewide Oversight Quality Assurance, Ecosystem-based Policy Guidelines,

(Reports to State Director) Information Security

Safety

Law Enforcement

SCIENCES & PLANNING TEAM

Restoration, and Compliance Environmental Protection,

> Botany, Economics, Sociology, Mining Engineering, Geology, Hydrology, Wildlife & Fisheries Science, Land Use Planning, etc. Range Science, Forestry,

Resources Management and Protection



THE NEW APPROACH

TYPICAL FIELD OFFICE STRUCTURE

ECOSYSTEM

ECOSYSTEM MANAGEMENT AREA

Resource Science & Customer Service Teams
AREA MANAGER

Resource Science & Customer Service Teams

AREA MANAGER

Resource Science & Customer Service Teams
AREA MANAGER

FIELD OPERATIONS SUPPORT TEAM

GIS

Engineering Lands Adjudication/ALMRS Fire & Aviation Management

ASSOCIATE DISTRICT MANAGER
(Associate Ecosystem Manager)

(Ecosystem Manager)

DISTRICT MANAGER

Force Account

BUSINESS PRACTICES TEAM

Human Resources

Contracting

Procurement

Property

Communications

Budget Facilitation

Records

Information Resource Management

Public Contact

External Affairs
Equal Rights
Law Enforcement
Safety



THE NEW APPROACH

RESOURCE SCIENCE TEAMSGetting the best expertise for on-the-ground ecosystem-based management

PEREN	Perennial interdiscipunary team	4MS	EPHE!	EPHEMERAL INTERDISCIPLINARY TEAMS	EAMS
BIRDS OF PREY NCA ECOSYSTEM MANAGEMENT AREA	BOISE FRONT ECOSYSTEM MANAGEMENT AREA	OWYHEE FRONT ECOSYSTEM MANAGEMENT AREA	SPECIAL PROJECTS TEAM WATER RIGHTS	SPECIAL PROJECTS TEAM SALMON HABITAT	SPECIAL PROJECTS TEAM MAJOR FIRE REHAB
Lead: 3 1,4,6,9,10,11,12, 14,15,20,21,24	Lead: 11 1,3,4,8,9,10,11, 13,14,20,22,24	Lead: 21 1,5,7,8,9,10,11, 13,14,15,17,19	Lead: 22 1,2,5,9,10,13,19	Lead: 14 1,2,5,7,8,10, 11,13,14,19,21	Lead: 20 1,5,8,10,14, 19,21,22,23

PROF	essional & technical specialists avall	Professional & Technical Specialists available for resource science Team Membership	ERSHIP
1. Range Conservationists/Technicians	7. Economists	13. Sociologists	19. Foresters/Technicians
2. Fishery Biologists/Technicians	8. Botanists	14. Wildlife Biologists/Technicians	20. Fire Ecologists
3. Habitat Ecologists	9. Lands/Realty Specialists	· 15. Soil Scientists	21. Natural Resource Specialists
4. Rangers	10. Public Affairs Specialists	16. Geologists	22. Hydrologists
5. Hazardous Materials Specialists	11. Recreation Specialists/Technicians	17. Wilderness Specialists	23. Archaeologists
6. Mining Engineers	12. Interpretive Specialists	18. Planning & Environmental Coords.	24. Environmental Education Specialists

AREA MANAGER



SM H ECOSYS > 9 S Ш > 山 HL

ORAINAGE BASINS

ALASKA

AK1 North Slope, Colville River AK2 Kotzebue Sound,

Noatak/Kobuk Rivers

AK5 Alaskan Peninsula AK3 Norton Sound AK4 Yukon River

AK6 Cook Inlet, Susitna River AK8 Southeastern Alaska AK7 Copper River

ARIZONA

AZ1 Colorado Plateau

AZ3 Upper Gila River AZ4 Lower Gila River AZ2 Colorado River

CALIFORNIA

San Joaquin Rivers CA1 Sacramento/

CA2 Owens Rivers/Aqueducts

IDAHO

ID2 Salmon/Clearwater Rivers 1D1 Upper Columbia River

ID3 Lower Snake River

1D4 Upper Snake River

KS1 Upper Arkansas River KANSAS

SOUTH DAKOTA SD1_Middle Missouri River

TEXAS

MT1 Upper Missouri River MT2 Lower Yellowstone/

MONTANA

Powder Rivers

TX1 Cimarron/Canadian Rivers TX2 Red River

TX4 Lower Rio Grande River TX3 Texas Coastal Plain

NE1 Platt River NEBRASKA

UTAH UT1 Green River

WA1 Puget Sound WASHINGTON

NV1 Humboldt River

NEVADA

NV2 Great Basin

WYOMING NM1 Upper Rio Grande River

NEW MEXICO

NM2 Pecos River

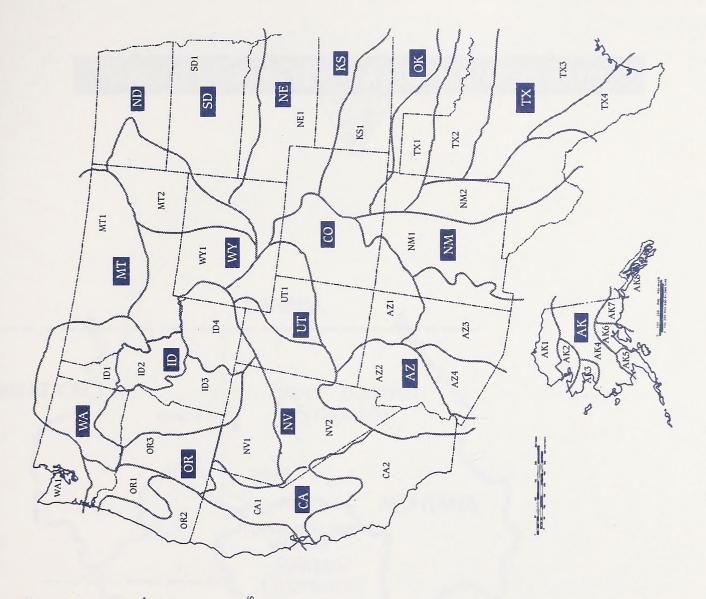
WY1 Upper Yellowstone/ Bighorn Rivers

OREGON

OR1 Lower Columbia/Cowlitz/

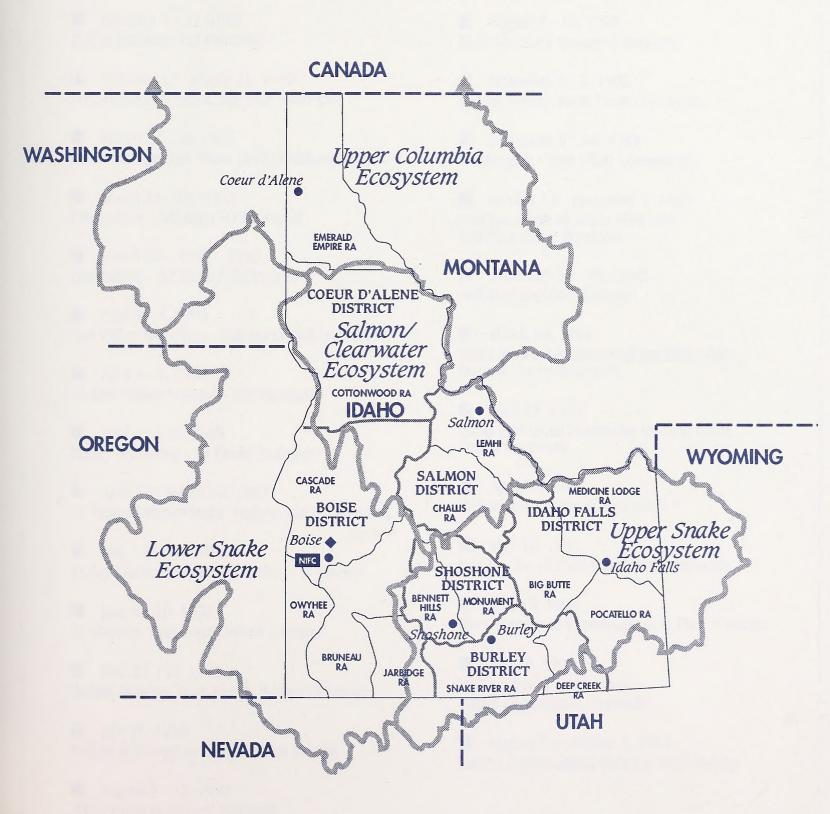
OR2 Oregon/Northern California Willamette Rivers Coastal Rivers

OR3 Deschutes/John Day Rivers













ACTIVITIES AND EVENTS FEBRUARY 1993 — OCTOBER 1994

- February 3 14, 1993
 Project Initiation and Planning
- February 17 March 21, 1993
 Initial Field and State Office (SO) Interviews
- March 22 23, 1993 Idaho Management Team (IMT) Endorses Concept
- March 24 26, 1993 Discussions - All Idaho SO Personnel
- March 29 April 2, 1993
 Discussions All Idaho Field Personnel
- April 4 7, 1993 Sun Valley Workshop - 165 Idaho Staff and IMT
- April 8 9, 1993 15 Idea Teams Selected - 128 Members
- April 15 16, 1993
 Burley Workshop 15 Teams Dialogue
- April 19 March 18, 1993
 15 Teams Independently Analyze and Recommend
- May 19 20, 1993
 Burley Teams Recommend to IMT 15 Teams
- June 9 10, 1993 12-Member Task Force Refines Concepts
- June 28 29, 1993 Budget Strategy Team Details Budget Processes
- July 15, 1993 Budget & Ecoregion Teams Initiate Process
- August 9 13, 1993

 IMT Review of Refined Proposals

- August 3 15, 1993
 BLM Director's Review of Concepts
- September 1 2, 1993 Bureau Management Team Discussion
- September 8 24, 1993 Washington Office (WO) Discussions
- October 18 November 1, 1993 Dialogues with all Idaho BLM Field and State Office Personnel
- November 10 19, 1993 WO BLM and DOI Briefings
- March 14, 1994
 Initial Functional Statements for State Office
 Support Teams Reviewed
- April 19, 1994
 Initial Functional Statements for Field Office
 Teams Reviewed
- April 26, 1994

 IMT Meeting at the *BLM Summit*
- May 10, 1994
 IMT Review of Final Functional Statements
- June 13, 1994
 Press Release and Communication Plan Available
- July 19, 1994
 IMT Review of Interim and
 Target Organization Proposals
- August 1 October 1, 1994
 Interim Organizational Strategy Implemented



NOTES







BUREAU OF LAND MANAGEMENT



Idaho State Office · 3380 Americana Terrace · Boise, Idaho 83706 For further information, contact your local BLM office.